

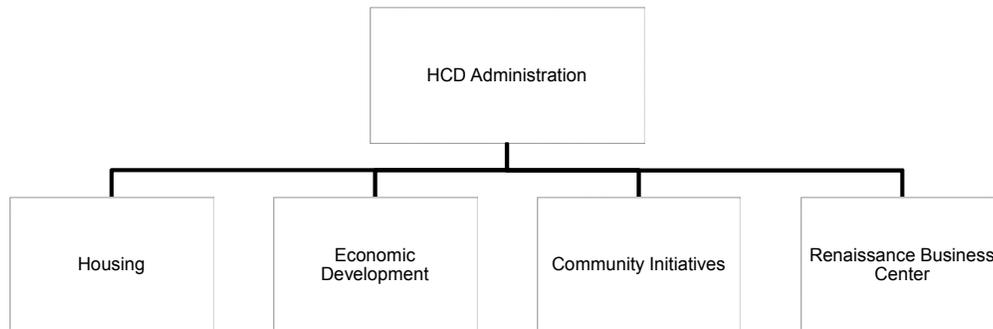
■ Operating Budget

| Category | FY 2014 Actual | FY 2015 Adopted | FY 2015 Forecast | FY 2016 Adopted |
|---------------------------|------------------|------------------|------------------|------------------|
| Personnel Services | 310,098 | 294,518 | 318,303 | 300,567 |
| Materials and Supplies | 109,572 | 177,506 | 569,383 | 177,500 |
| Grants and Subsidies | 3,286,155 | 4,008,204 | 4,322,682 | 4,008,204 |
| Bond Issue Costs | 0 | 0 | 1,350 | 0 |
| Sale Expense_052960 | 0 | 0 | 1,350 | 0 |
| Total Expenditures | 3,705,823 | 4,480,228 | 5,211,717 | 4,486,271 |
| Program Revenues | 141,017 | 0 | (47,168) | 0 |
| Net Expenditures | 3,846,840 | 4,480,228 | 5,164,550 | 4,486,271 |
| Authorized Complement | | | | 5 |

MISSION

To develop a system of integrated services and activities that drive neighborhood redevelopment, investment in housing capital and economic development

STRUCTURE



SERVICES

The Division of Housing and Community Development (HCD), along with the Memphis Housing Authority (MHA), works to develop affordable housing options and neighborhood revitalization through down-payment assistance, homeownership counseling and single-family housing rehabilitation. HCD works to improve the development of Memphis neighborhoods, communities and economy by targeting single-family housing production, offering infrastructure assistance by site or project, determining the contribution of land and land acquisition for special projects, developing area neighborhood plans and housing and environmental standard inspections.

■ Operating Budget

FY 2015 PERFORMANCE HIGHLIGHTS

- Provided down payment assistance to over 5 low-to-moderate income families buying homes within the City limits
- Provided financial assistance to 1 teacher who purchased a home within the City limits through the Down Payment Assistance Program
- Assisted 2 families in moving out of public housing developments under the Section 8 Homeownership Assistance Program (SHAPE)
- Provided financial assistance to 2 homebuyers purchase new homes in the HOPE VI/McKinley Park Revitalization Community
- Business Development Center assisted 4,895 clients
- Business Development Center conducted 126 workshops

■ Operating Budget

KEY PERFORMANCE INDICATORS

| Performance Metrics | | FY ACTUAL 2014 | FY ACTUAL 2015* | FY16 GOAL | PRIORITY |
|------------------------------------|---|-------------------|--------------------|-----------|----------|
| Housing | Amount of housing constructed or rehabilitated ** | 15 | 50 | 100 | Create |
| Community Initiatives | People served through supportive services for the homeless | 609 | 364 | 1,000 | Create |
| | The # of people re-housed | 123 | 63 | 175 | Create |
| | People served through tenant based rental assistance for the homeless | 1,345 | 828 | 157 | Create |
| | People served through public services | 5,194 | 4,702 | 2,000 | Grow |
| | Supportive Services for Persons with Special Needs (STRMU) | New measure | New measure | 200 | Create |
| | Emergency Shelter for Homeless Persons serving | New measure | New measure | 2,000 | Create |
| Renaissance Business Center | The # of jobs created | 72 | 59 | 50 | Grow |
| | The # of jobs retained | 89 | 210 | 75 | Grow |

* Some figures are approximate. In these cases, the reporting for FY15 was not complete before production of the budget book.

**The City of Memphis discontinued it's Housing Rehab Program in FY15 and therefore decreased the number of units that would have been included in this projection

■ Program Revenue Details

| Category | FY 2014 Actual | FY 2015 Adopted | FY 2015 Forecast | FY 2016 Adopted |
|-----------------------------------|---------------------------|----------------------------|-----------------------------|----------------------------|
| Miscellaneous Income | 142,277 | 0 | (46,667) | 0 |
| Cash Overage/Shortage | 0 | 0 | (29) | 0 |
| FNMA Service Fees | (1,260) | 0 | (472) | 0 |
| Total Charges for Services | 141,017 | 0 | (47,168) | 0 |

Description

Housing creates home ownership opportunities for families buying real estate within the corporate limits of Memphis by assisting with down payment and closing costs.

Operating Budget

| Category | FY 2014 Actual | FY 2015 Adopted | FY 2015 Forecast | FY 2016 Adopted |
|------------------------|-------------------|--------------------|---------------------|--------------------|
| Personnel Services | 95,972 | 98,452 | 101,817 | 100,654 |
| Materials and Supplies | 9,605 | 51,739 | 51,739 | 51,733 |
| Grants and Subsidies | 84,691 | 392,930 | 392,930 | 519,655 |
| Bond Issue Costs | 0 | 0 | 1,350 | 0 |
| Sale Expense_052960 | 0 | 0 | 1,350 | 0 |
| Total Expenditures | 190,268 | 543,121 | 547,835 | 672,042 |
| Program Revenues | 141,017 | 0 | (47,139) | 0 |
| Net Expenditures | 331,285 | 543,121 | 500,697 | 672,042 |
| Authorized Complement | | | | 2 |

Description

Economic Development provides financing opportunities for emerging and existing small business for job creation and retention through public-private partnerships.

Operating Budget

| Category | FY 2014 Actual | FY 2015 Adopted | FY 2015 Forecast | FY 2016 Adopted |
|------------------------|---------------------------|----------------------------|-----------------------------|----------------------------|
| Personnel Services | 15,295 | 0 | 0 | 0 |
| Materials and Supplies | 357 | 0 | 124 | 0 |
| Grants and Subsidies | 2,342,641 | 2,689,930 | 2,909,476 | 2,545,475 |
| Total Expenditures | 2,358,292 | 2,689,930 | 2,909,600 | 2,545,475 |
| Net Expenditures | 2,358,292 | 2,689,930 | 2,909,600 | 2,545,475 |
| Authorized Complement | | | | 0 |

Description

Community Initiatives utilize local funding to address community-based needs through grants and sponsorships for outreach activities.

Operating Budget

| Category | FY 2014 Actual | FY 2015 Adopted | FY 2015 Forecast | FY 2016 Adopted |
|------------------------|---------------------------|----------------------------|-----------------------------|----------------------------|
| Materials and Supplies | 5,027 | 15,598 | 15,598 | 15,598 |
| Grants and Subsidies | 849,537 | 916,044 | 1,010,976 | 933,774 |
| Total Expenditures | 854,564 | 931,642 | 1,026,574 | 949,372 |
| Program Revenues | 0 | 0 | (29) | 0 |
| Net Expenditures | 854,564 | 931,642 | 1,026,545 | 949,372 |
| Authorized Complement | | | | 0 |

Description

The Center connects the community and private institutions to help persons and organizations grow successful businesses.

Operating Budget

| Category | FY 2014 Actual | FY 2015 Adopted | FY 2015 Forecast | FY 2016 Adopted |
|------------------------|---------------------------|----------------------------|-----------------------------|----------------------------|
| Personnel Services | 198,831 | 196,066 | 216,486 | 199,913 |
| Materials and Supplies | 94,683 | 110,169 | 501,922 | 110,169 |
| Grants and Subsidies | 9,286 | 9,300 | 9,300 | 9,300 |
| Total Expenditures | 302,799 | 315,535 | 727,708 | 319,382 |
| Net Expenditures | 302,799 | 315,535 | 727,708 | 319,382 |
| Authorized Complement | | | | 3 |

